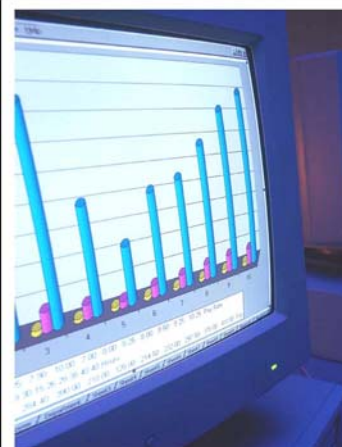




GARRISON STRATEGIC PLAN

Fort Monroe, Virginia
2006 ~ 2011



MESSAGE FROM THE COMMANDER



I would like to take this opportunity to thank all of you for what you do everyday for Fort Monroe and our Army. I am honored to have the privilege of serving with a group of such outstanding professionals. Enclosed is our strategic plan which is designed to guide our efforts in maintaining Fort Monroe's infrastructure, environment, and to provide quality BASOPS support to our customers while transitioning Fort Monroe. It is paramount that we transition Fort Monroe to closure with "Excellence and Dignity." As with any plan, it is only as good as those who believe in it and are responsible for making it happen. I encourage you to become part of the process by embracing this plan and committing yourself to doing your part to make our vision a reality. Change is now upon us and we have no other choice but to deal with it. In the end we will be a part of Fort Monroe's long rich history...a history marked with many "firsts". More importantly, a history that is marked with excellence, honor, and pride. How do you want us to be remembered?

"Freedom's Fortress"

Respectfully,

A handwritten signature in black ink, appearing to read "Jason T. Evans".

Jason T. Evans
Colonel, Adjutant General
Commanding

FORT MONROE HISTORY

1819—Present



Formed as an irregular polygon with seven fronts and seven bastions, it is the largest stone fort ever built in the United States. Nicknamed “Gibraltar of the Chesapeake,” it was one of the few federal military installations in the south not to fall to Confederate forces at the outbreak of the Civil War. After Major General Benjamin Butler’s famous “contraband” decision in May 1861, the fort became a haven for escaping slaves who called it “the Freedom Fort.” World War I swelled the ranks of Fort Monroe with additional troops but there was never any serious threat to the area. During World War II, Fort Monroe served as the headquarters for the Harbor Defenses of Chesapeake Bay. After serving as the home of the Coast Artillery, Fort Monroe became the headquarters for the Army Ground Forces. Fort Monroe is the third oldest continuously operating fort in the US, ranking after West Point (oldest) and Carlisle Barracks (second oldest). Fort Monroe has been registered as a National Historic Landmark since 1960.



FORT MONROE GARRISON



VISION STATEMENT

Transition Fort Monroe while sustaining
Department of Defense Agencies
in support of National Security.

MISSION STATEMENT

Provide quality base operations support
for National Defense Agencies
while preparing the Fort Monroe
Community for the future.

MISSION ESSENTIAL TASK LIST

- Provide for Installation Command & Control.
- Protect the Force.
- Provide Quality Base Operations Support.
- Provide Quality of Life for Soldiers, Families, and DOD Civilians.
- Ensure Historical/Environmental Preservation of the Fort.
- Plan, Maintain, and Improve Installation Infrastructure.
- Promote Community Relations.

VALUES

ARMY VALUES

Loyalty
Duty
Respect
Selfless Service
Honor
Integrity
Personal Courage

IMA VALUES

Stewardship
Efficiency
Respect
Vision
Integrity
Consistency
Empowerment

FORT MONROE VALUES

Morally Strong
Operationally Effective
Nurturing Excellence
Responsive
Optimistic
Empowered

VALUES TO GUIDING PRINCIPLES

- **Morally Strong** **Morally Strong**: Do what's right because it's right; even when difficult.
- **Operationally Effectively** **Operationally Effective**: A focused effort based on cooperation to accomplish the mission.
- **Nurturing Excellence** **Nurturing Excellence**: A learning team that is trained, dedicated, dependable and ethical.
- **Responsive** **Responsive**: Providing flexible, timely, intelligent, common-sense based solutions to challenges.
- **Optimistic** **Optimistic**: We encourage new ideas, the willingness to try them and accept prudent risk to make things better.
- **Empowered** **Empowered**: Every member of the team is responsible for the decisions they make, the actions they take and the resources entrusted to them.

STRATEGIC GOALS & OBJECTIVES

GOAL 1: Transition with excellence and dignity

STRATEGIC OBJECTIVES:

- 1.1 Manage BRAC Action Plans in support of TRADOC/NERO timeline (FY2011)
- 1.2 Continue quality BASOPS support and maintain infrastructure
- 1.3 Employ Lean Six Sigma principles to improve business processes and to become a better learning organization

GOAL 2: "Take care of people"

STRATEGIC OBJECTIVES:

- 2.1 Establish Human Resource Directorate
- 2.2 Enhance civilian personnel professional development—Generating Force
- 2.3 Employ incentives that will shape the workforce and will prevent a RIF
- 2.4 Maintain the readiness of soldiers and their family members

STRATEGIC GOALS & OBJECTIVES

GOAL 3: Facilitate Environmental Stewardship

STRATEGIC OBJECTIVES:

- 3.1 Maintain the four pillars of the Environmental Management Program:
 - Compliance
 - Conservation
 - Restoration
 - Pollution Prevention
- 3.2 Develop and Implement an Environmental Management System that fully conforms with the International Organization Standards
- 3.3 Identify and properly manage environmental and historical property issues throughout the BRAC process

GOAL 4: Protect DOD agencies throughout Fort Monroe transition

STRATEGIC OBJECTIVES:

- 4.1 Sustain a comprehensive Force Protection Program
- 4.2 Sustain and maintain Antiterrorism Program
- 4.3 Sustain Information Assurance Security Program

SUPPORTING OBJECTIVES

GOAL 1: Transition with excellence and dignity

STRATEGIC OBJECTIVE 1.1: Manage BRAC Action Plans in support of TRADOC/NERO timeline (FY2011)

SUPPORTING OBJECTIVES

- 1.1.1 Implement a Human Resource Strategic Transition Plan by 30 Mar 06. (CPAC)
- 1.1.2 Align business practices with Fort Eustis DOIM. (DOIM)
- 1.1.3 Maintain and update National Environmental Policy Act, Facilities, Environmental, and Real Property BRAC Action Plans. (DPW)
- 1.1.4 Align business practices with Fort Eustis Housing to develop a Transition Plan for Key and Essential Personnel. (DPW)
- 1.1.5 Manage Manpower and Financial Action Plans to close Fort Monroe by FY 2011. (DRM)
- 1.1.6 Coordinate BRAC Action Plans with TRADOC and Center for Military History. (Museum)
- 1.1.7 Identify and maintain artifacts that are significant to the Army's collections. (Museum)
- 1.1.8 Complete update of Fort Monroe history. (Museum)
- 1.1.9 Increase attendance at chapel services. (Chapel)
- 1.1.10 Meet the spiritual needs of a diverse military community. (Chapel)
- 1.1.11 Ensure equal opportunity of all employees by monitoring BRAC actions. (EEO)
- 1.1.12 Establish an Alternative Dispute Resolution Committee. (EEO)
- 1.1.13 Transfer Claims and Magistrate Court activities when appropriate. (PJA)
- 1.1.14 Civilianize PJA office prior to care-taker and base closure team take over. (PJA)

SUPPORTING OBJECTIVES

GOAL 1: Transition with excellence and dignity

STRATEGIC OBJECTIVE 1.2: Continue quality BASOPS support and maintain infrastructure

SUPPORTING OBJECTIVES

- 1.2.1 Implement Single DOIM. (DOIM)
- 1.2.2 Implement and monitor the Command Supply Discipline Program by 28 Feb 06. (DOL)
- 1.2.3 Provide effective BASOPS logistics services to a transforming customer base. (DOL)
- 1.2.4 Accomplish projects that benefit Fort Monroe mission and are in consonance with transition requirements. (DPW)
- 1.2.5 Maintain Resources (Manpower and Dollars) to continue quality BASOPS to sustain infrastructure. (DRM)
- 1.2.6 Implement the Monroe Action Tracking System for suspense actions. (Post Admin)
- 1.2.7 Improve the synergy of Military Personnel Services provided to the Fort Monroe Community. (HRD)
- 1.2.8 Guide the development and implementation of the Garrison Strategic Plan. (PAI)
- 1.2.9 Develop and deploy (with DOIM) the Commander's Automated Dashboard. (PAI)
- 1.2.10 Manage Strategic Communications. (PAO)
- 1.2.11 Promote open dialogue among installation and community leaders, local and regional news outlets. (PAO)
- 1.2.12 Manage an effective Equal Employment Opportunity Program/ Affirmative Employment Plan. (EEO)
- 1.2.13 Maintain a full-spectrum of personal legal client services by civilianizing military positions. (PJA)
- 1.2.14 Manage and direct Safety Core Programs. (Safety)
- 1.2.15 Maintain safe environment for military personnel, family members, and civilian employees on Fort Monroe. (Safety)
- 1.2.16 Provide safety training for contractors and DOD workforce as required. (Safety)

SUPPORTING OBJECTIVES

GOAL 1: Transition with excellence and dignity

STRATEGIC OBJECTIVE 1.3: Employ Lean Six Sigma principles to improve business processes and to become a better learning organization.

SUPPORTING OBJECTIVES

- 1.3.1 Serve as the Garrison Lean Six Sigma enabler. (PAI)
- 1.3.2 Assist Commander and Directors in the development of relevant performance metrics. (PAI)
- 1.3.3 Improve PMO functions/systems. (PMO)
- 1.3.4 Promote opportunities for training or developmental assignments for the staff. (Museum)

GOAL 2: “Take care of people”

STRATEGIC OBJECTIVE 2.1: Establish Human Resource Directorate

SUPPORTING OBJECTIVES

- 2.1.1 Transition to Human Resource Directorate in accordance with Standard Garrison Organization guidelines. (HRD)
- 2.1.2 Coordinate/synchronize all military personnel support services (Finance, MILPO, ID Cards, etc.). (HRD)
- 2.1.3 Maintain soldier readiness. (HRD)

GOAL 2: “Take care of people”

STRATEGIC OBJECTIVE 2.2: Enhance civilian personnel professional development—Generating Force

SUPPORTING OBJECTIVES

- 2.2.1 Partner with DOIM to develop an automated Individual Training Plan. (PAI)
- 2.2.2 Ensure equal opportunity in the planning of professional development options. (EEO)

SUPPORTING OBJECTIVES

GOAL 2: "Take care of people"

STRATEGIC OBJECTIVE 2.3: Employ incentives that will shape the workforce and will prevent a RIF

SUPPORTING OBJECTIVES

- 2.3.1 Obtain funding to shape (train, develop, and provide incentives) a quality workforce. (DRM)
- 2.3.2 Manage Job Swap database for TRADOC positions and other local DOD activities. (CPAC)
- 2.3.3 Implement recruitment, relocation, and retention bonuses for our local workforce as required. (CPAC)
- 2.3.4 Provide ceremonial support for all TRADOC and garrison events when required. (HHC)

GOAL 2: "Take care of people"

STRATEGIC OBJECTIVE 2.4: Maintain the readiness of soldiers and their family members

SUPPORTING OBJECTIVES

- 2.4.1 Exceed financial objectives as established by IMA. (DMWR)
- 2.4.2 Deliver customer driven MWR program planning. (DMWR)
- 2.4.3 Enhance stewardship of DMWR facilities. (DMWR)
- 2.4.4 Provide mandatory training for all assigned military personnel. (HHC)

SUPPORTING OBJECTIVES

GOAL 3: Facilitate Environmental Stewardship

STRATEGIC OBJECTIVE 3.1: Maintain the four pillars of the Environmental Management Program

- Compliance
- Conservation
- Restoration
- Pollution Prevention

SUPPORTING OBJECTIVES

- 3.1.1 Perform inspections as documented in the installation Internal Assessment Plan and report results annually in Jan. (DPW)
- 3.1.2 Hold Environmental Quality Control Committee meetings quarterly (DPW)
- 3.1.3 Renew Hampton Roads Sanitation District permit (Aug 07) and Municipal Separate Storm Sewer System permit (Dec 07). (DPW)

GOAL 3: Facilitate Environmental Stewardship

STRATEGIC OBJECTIVE 3.2: Continue to develop and implement an Environmental Management System that fully conforms with the International Organization Standards

SUPPORTING OBJECTIVES

- 3.2.1 Provide installation-wide awareness training annually in Mar. (DPW)
- 3.2.2 Revise sustainability objectives to align with new mission by Sep 06. (DPW)
- 3.2.3 Complete Senior Management Review by Dec annually. (DPW)

GOAL 3: Facilitate Environmental Stewardship

STRATEGIC OBJECTIVE 3.3: Identify and properly manage environmental and historical property issues throughout the BRAC Process

SUPPORTING OBJECTIVES

- 3.3.1 Establish Restoration Advisory Board by Jun 06. (DPW)
- 3.3.2 Develop Community Relations Plan. (DPW)
- 3.3.3 Complete Environmental Condition of Property by Mar 07. (DPW)
- 3.3.4 Complete Environmental Assessment IAW NEPA by Dec 07. (DPW)

SUPPORTING OBJECTIVES

GOAL 4: Protect DOD agencies throughout Fort Monroe transition

STRATEGIC OBJECTIVE 4.1: Sustain a comprehensive Force Protection Program

SUPPORTING OBJECTIVES:

4.1.1 Sustain and maintain adverse weather program. (DPTMS)

4.1.2 Ensure safe streets. (PMO)

4.1.3 Sustain and improve relations with Federal, State, and Local Law Enforcement Agencies. (PMO)

GOAL 4: Protect DOD agencies throughout Fort Monroe transition

STRATEGIC OBJECTIVE: 4.2: Sustain and maintain antiterrorism

SUPPORTING OBJECTIVES

4.2.1 Implement effective AT risk management processes. (DPTMS)

4.2.2 Execute relevant AT program Management Practices. (DPTMS)

4.2.3 Conduct effective AT training and execute realistic AT exercises. (DPTMS)

4.2.4 Conduct comprehensive reviews of AT programs to ensure compliance with HQDA. (DPTMS)

GOAL 4: Protect DOD agencies throughout Fort Monroe transition

STRATEGIC OBJECTIVE 4.3: Sustain Information Assurance Security Program

SUPPORTING OBJECTIVES

4.3.1 Sustain information assurance security program. (DOIM)

4.3.2 Update DOD Information Certification Accreditation Plan. (DOIM)

